

PROGRAM CHARTER
FOR
WORKFORCE MANAGEMENT
Program Manager: Barbara Bertsch Boyd
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1. EXECUTIVE SUMMARY

The Workforce Management Program facilitates the recruitment, placement, development, and retention of NOAA's workforce. The Program exists to provide NOAA with services specifically in the areas of human resources (HR) operations and strategic human capital management. Workforce Management serves over 12,500 employees in all grade levels at more than 375 locations. The Program is carried out primarily by the Workforce Management Office (WFMO).

Operational HR services include the full range of recruitment, staffing, classification, management advisory services, employee and labor relations, retirement and benefits counseling, and personnel and payroll processing. The Workforce Management Program provides NOAA corporate policy and program management for labor and employee relations, performance management and incentive awards, pay, leave, staffing, position classification and position management, executive resources, training and distance learning, Alternative Dispute Resolution, the Demonstration Project, and HR information management and automation functions.

The Workforce Management Program is also responsible for supporting strategic human capital management including succession planning, workforce planning and analysis, competency identification and assessment, strategic corporate recruitment, managing diversity, quality of work-life programs, and NOAA-wide training and development including leadership and management development.

Workforce Management falls under the Leadership and Corporate Services sub-goal of the Mission Support Goal. The Program supports all Mission Goals.

Program activities occur primarily in 5 locations: Silver Spring, MD; Norfolk, VA; Kansas City, MO; Boulder, CO; and Seattle, WA. Activities may also occur at other sites as needed.

Workforce Management Website: <http://www.wfm.noaa.gov/>

2. PROGRAM REQUIREMENTS

A. Requirement Drivers:

- 1) Department Administrative Order 202-250 requires that NOAA establish an HR program consistent with laws/regulations/DOC policies, that managers are held accountable for their HR responsibilities, and that services are provided efficiently. Additional requirements are documented in:
 - a) Title 5 of the United States Code (Government Organization and Employees) establishes the legal basis for carrying out HR responsibilities.
 - b) Title 5 of the Code of Federal Regulations (Subchapter A: Civil Service Rules and Subchapter B: Civil Service Regulations) establishes the regulatory basis for carrying out HR responsibilities.
 - c) Dozens of HR-related Executive Orders establish additional requirements for HR programs in a wide variety of functions.
 - d) Other Department Administrative Orders in the Human Resources Management series (202), DOC HR Bulletins, and HR functional handbooks establish DOC

policies that NOAA must follow.

2) 5 U.S.C. 1103(c) codifies the Chief Human Capital Officers Act of 2002 and requires:

- a) Aligning agency human capital strategies with the agency's missions, goals, and organizational objectives;
- b) Integrating human capital strategies into agency budgets and strategic plans;
- c) Closing skill gaps in mission critical occupations;
- d) Ensuring continuity of effective leadership through implementation of recruitment, development, and succession plans;
- e) Sustaining a culture that cultivates and develops a high performing workforce;
- f) Developing and implementing a knowledge management strategy supported by appropriate investment in training and technology; and holding managers and human resources officers accountable for efficient and effective human resources management in support of agency missions in accordance with merit system principles.

3) Additional requirements drivers include:

- a) Federal Workforce Flexibility Act of 2004 – Section 201 of the Act requires agencies to regularly evaluate and modify training programs/plans in order to promote a more strategic approach to the integration of training programs into overall mission accomplishment and to provide specific training to develop managers as part of a comprehensive management succession program.
- b) Department Organization Order 25-5 (National Oceanic and Atmospheric Administration, dated 06/15/05, Section 4.09) establishes managing diversity as a WFMO responsibility.
- c) NOAA Administrative Orders in the 202 series and NOAA interim policies establish NOAA policies and procedures that must be followed.

B. Mission Requirements:

The Workforce Management Program's mission requirements are to:

- 1) Legally and efficiently recruit, develop, and retain a diverse, highly skilled, motivated and effective workforce capable of accomplishing NOAA's mission goals (DAO 202-250)
- 2) Support strategic management of human capital (5 U.S.C. 1103[c])

3. LINKS TO THE NOAA STRATEGIC PLAN

- A. Goal Outcomes: The Workforce Management Program directly supports the Mission Support outcome: A dynamic workforce with core competencies that support NOAA's mission today and in the future.
- B. Goal Performance Objectives: The Workforce Management Program supports the following Mission Support Goal Objective: Improve efficiency and performance of financial, administrative, workforce management, and other support transactions and services.
- C. Goal Strategies: The Workforce Management Program supports the following Mission Support Goal Strategies:
 - 1) Implement a strategic approach that attracts and maintains a competent and diverse workforce and creates an environment that develops, encourages, and sustains employees as they work to accomplish NOAA's strategic goals.

- 2) Adopt a functional management model to deliver administrative and financial services that will establish direct lines of accountability from headquarters business line managers to all NOAA financial and administrative staff located in the field.
- 3) Improve the efficiency, accountability, and transparency of administrative programs and services through process optimization and customer satisfaction assessment.

4. PROGRAM OUTCOMES

The Workforce Management Program's long-term outcome is a diverse, highly skilled, motivated and effective workforce capable of accomplishing NOAA's mission goals.

5. PROGRAM ROLES AND RESPONSIBILITIES

The Workforce Management Program is established and managed with the procedures established in the NOAA Business Operations Manual (BOM). Responsibilities of the Program Manager are described in the BOM. Responsibilities of other major participants are summarized below:

A. Participating Line Office, Staff Office, and Council Responsibilities:

- 1) Workforce Management Office – The Workforce Management Office has overall responsibility for NOAA's corporate Workforce Management Program including providing strategic direction, management oversight and program assessment, and process improvement to ensure effectiveness of the program. The WFMO is responsible for recruiting, developing, and retaining its own workforce to ensure they have the competencies necessary to effectively plan and execute these corporate program responsibilities supporting strategic management of human capital.
- 2) NOAA Line and Corporate Offices have day-to-day responsibility for recruiting, developing, retaining, and managing their own workforces to ensure they have the competencies necessary to carry out NOAA's mission. They also partner with WFMO to carry out the Workforce Management Program capabilities.
- 3) The Human Capital Council (HCC) provides advice for the Workforce Management Program by bringing together all functions within NOAA associated with people and by serving as the principal forum through which issues affecting the NOAA's workforce are addressed. Three Committees report to the HCC: EEO, Workforce Management, and Diversity.

B. External Agency/Organization Responsibilities:

The DOC Office of Human Resources Management is responsible for establishing policy for Department HR programs and for setting parameters/goals/deadlines for Administration workforce management initiatives.

6. END USERS OR BENEFICIARIES OF PROGRAM:

- NOAA Employees – The Program develops, values, and supports all employees from entrance-on-duty to retirement including benefits/retirement counseling and personnel/payroll processing.
- NOAA Managers, Mission Goals, Programs, Councils and Committees – The Program provides all levels of managers with the technical and managerial knowledge, skills and advice needed to accomplish strategic goals and priorities; recruits, develops, and retains a highly-skilled workforce to meet mission goals; and advises on issues relating to strategic human capital management, HR operational issues, HR program development and implementation, and managing diversity.
- Job Applicants – The Program is responsible for outreach to potential job applicants, providing job information, application support, and job placement.

- Department of Commerce – The Program offers support to the Department in developing and implementing policies, in accomplishing Administration initiatives, and in responding to outside requests for information such as from OPM, OMB, etc.
- Families of NOAA Employees – The Program provides benefits/retirement counseling to survivors of deceased employees and access to Employee Assistance Program (EAP) services.
- Other DOC Bureau (e.g., International Trade Administration) Employees and Managers - The Program provides HR services to employees and managers from entrance-on-duty to retirement including benefits/retirement counseling and personnel/payroll processing.
- Union Representatives – The Program participates in negotiation and consultation with union representatives on issues that affect conditions of employment.